Conflict Management Style, Interpersonal Conflict and Turnover Intentions. A Case Study of

National Environment Management Authority (NEMA)

Kafeero Samson

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Declaration

I, Kafeero Samson, do hereby declare that this work is my original compilation and has never been published or submitted to any institution for award of any qualifications.

Date: 23rd 11. 2022

Kafeero Samson

19/U/10926/EVE

Approval

This is to certify that this Proposal titled "Conflict Management Style, Interpersonal Conflict and Turnover Intentions" has been submitted for examination with my approval as a Supervisor.

....   Date:.23.11.2022...............

Dr. Martin Baluku

Supervisor

Dedication

I dedicate this research to my family members who supported me through the course of the research project and my friends who always offered counsel to me as I worked on this project.

Acknowledgments

I wish to extend my deepest gratitude to my supervisor, Dr. Martin Baluku for his guidance throughout the research period.

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List of Acronyms

NEMA   -   National Environment Management Authority

CMS   -   Conflict Management Styles

IC   -   Interpersonal Conflict

TI   -   Turnover Intentions

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Abstract

Interpersonal conflict exists in all organizations. However, if it arises, it needs to be managed, and if it is not managed it can lead to violent and increases employees dissatisfaction and among others. These, in the end, cause turnover intentions which can lead to actual turnover. Actual turnover can be quite costly to the organizations as a lot of time and money are spent on recruitments.

The study investigated the relationship between interpersonal conflict and employee turnover, conflict management styles and interpersonal conflict, conflict management styles, and turnover intentions. Investigations will also examine the moderating effect of conflict management styles on the relationship between interpersonal conflict and turnover intentions. The study was carried out using a cross-sectional study design and a quantitative research approach to collect and analyse the data. Data was collected from a sample size of all employees from NEMA Kampala district with the use of questionnaires as tools.

Chapter One

Background

Interpersonal conflicts among workers in an organization are inevitable worldwide. This is because people from different background, personalities interact daily. Interpersonal conflict refers to the disagreement between two or more people and it involves values or personality differences arising from disagreement between individuals (Huan and Yazdanifard, 2012).

Conflict is a perceptional issue Robin and Judge 2009 interpersonal conflict begins when the person perceive that another person negatively tempering him anything important to them (Boateng 2014).

Interpersonal confliction can be both positive and negative in nature example interpersonal conflict can bring better performance through employees concentrating in their jobs, and it can also bring an ignored issue within an organization (Pearson and Shapiro 2013). It brings out new and better ideas plus the mutual respect among workers.

Negatively, interpersonal conflicts can bring tensions among workers, stress, absenteeism and poor performance if interpersonal conflicts is managed well, it will bring a catalyst for change and can have a positive impact on employees satisfaction and performance.

When organizational leaders ignore workplace conflict, they send a message that is unsatisfactory and inappropriate behaviours (Awan and Ahjum 2015) says that properly managed conflict promotes open communication, collaborative decision making, regular feedback and timely resolution of conflicts.

Therefore it is important for managers and employees to minimize it through the use of conflict management styles developed by Thomas Kilmann (TKI) 1974 (Liu Fu and Liu 2009) explain the five conflict management styles as follows accommodating style, this brings the

situation where one win and another lose (win lose) compromising is about both people agree collaboration, this is a win-win avoiding style here there is no winner or loser because the conflict is avoided, competing style here the affected employees focus on winning and ensuring the other party loses it is therefore important for all managers to properly manage and administer these conflicts management styles to reduce the levels of interpersonal conflicts.

Turnover is experienced by many organization worldwide (Lozipaula and Oliveira 2018). There is a certain degree of turnover that is inevitable for instance quitting because of retirement, going back to school among others. However, the turnover that take place due to manageable issues such as interpersonal conflicts can be costly to the organization. The organization loses social capital and spend a lot of resources on recruitment. It also affects the set goals and organizational objectives (Long Teen, Ismail and Juson 2012) due to lose of funds the organization may decline.

Turnover intentions can either be voluntary and involuntary in an organization where voluntary intentions the employee decides or plans to leave the organization because of the environment in the organization. Example interpersonal conflicts failure by the management to manage conflict using conflict management style like compromising, accommodation among others (Balkan and Soran, 2014).Involuntary turnover intention on the other hand the manager plans to dismiss an employee for the reason which can be performance and endless interpersonal conflicts. Therefore, employees and managers need to be able to manage interpersonal conflicts through properly using the good conflict management style to avoid uncalled situations which may bring damage to the organization and increases turnover intentions.

Problem Statement

Most of the organizations face challenges of interpersonal conflicts and turnover intentions which attribute to low employee motivation arising from failure to put in place conflict management style which can help to reduce both interpersonal conflicts and turnover intentions. Unless organizations addresses deficiency among its employees. There will of genuine vigor and absorption at work place which may affect the overall organization.

Purpose of the Study

To study and make research about the role of conflict management styles in relationship with interpersonal conflicts and turnover intentions.

Objectives

1. To examine the relationship between interpersonal conflict and turnover intentions.

2. To examine the relationship between conflicts management styles and interpersonal conflicts.

3. To know the relation between conflict management styles and employees turnover intentions.

Scope of the Study

The study was carried out in Kampala employees would be sampled for their opinion in a proposed study. This organization is chosen because of ease in accessibility and being an environment firm that require performance in order to meet up excellent services.

Interpersonal conflict as well can be called wenti (problem) maodun (contradiction) Chongto (clash) Zhengzhi (dispute) feli (differences) and butong yijian (disagreement) which are usually used by Chinese to describe conflict all these words have a strong hostile connection and involve negative emotion in interpretation. In western literature interpersonal conflict is considered

as a series of disagreement or incompatibility between opinions and principles (Jehn and Bendersky, 2003). Others believe it is a negative emotion such as stress anxiety, depression and anger (Bodtker and Jameson 2001).

Conflict management styles is a process of handling a dispute and disagreement between two or more people and according (Ahmed and Ahmed 2015) they are five conflict management styles, collaborating, competing, compromising. Avoiding and accommodating.

Turnover intentions on the other hand is when employees develop the intention to leave the organization voluntary and when manager has the intention to fire the employee voluntary turnover. (Lozipaula and Oliveire, 2018)

Significance

The findings may help management understanding effect of conflict management styles on the relationship between interpersonal conflict and turnover intentions, managers will know the effect management style and how they are used.

The findings may also enlight and open eyes to managers that interpersonal conflict actually exists in every organization and need to be given much time. This because it failed by management to emphasize the controlling of interpersonal conflict.

The findings may also enlight that interpersonal conflicts, conflict management styles and turnover intentions is a concern to all managers.

Conceptual framework

Conflict management style
- Collaborating
- Accommodating
- Compromising
- Competing
- Avoidance

Interpersonal conflict

Turnover intensions
- Voluntary intentions
- Involuntary intentions
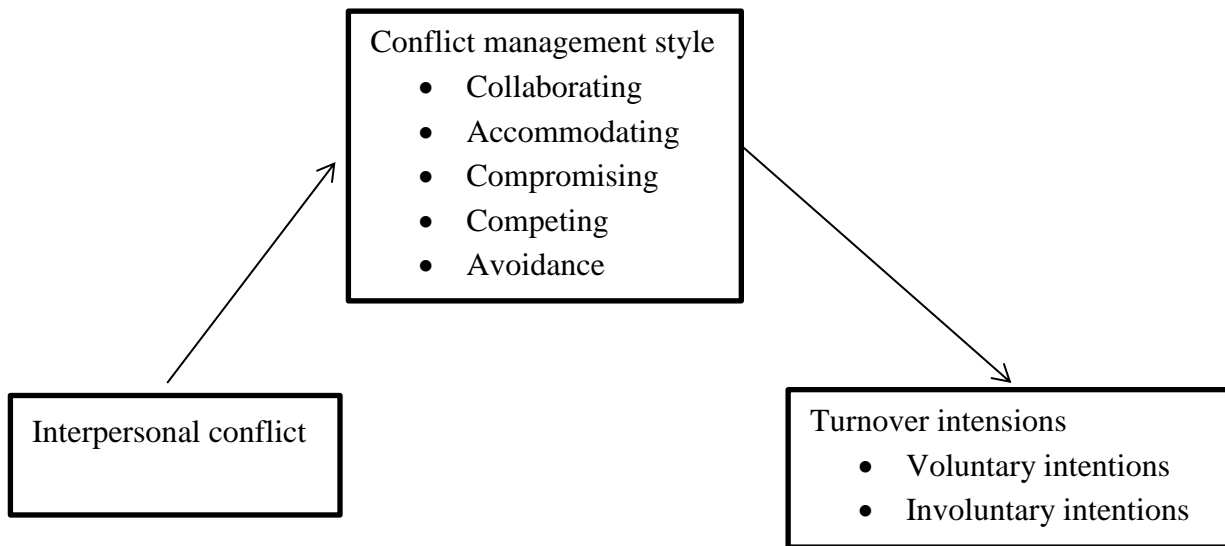
Figure 1(i) A conceptual framework showing conflict management style, relating to interpersonal conflict and turnover intentions.

It highlights the five conflict management style, interpersonal conflict and types of turnover intention which link is below.

When interpersonal conflicts arises, it can lead to either voluntary or involuntary turnover in an organization. However when the conflict management styles like accommodating, competing, collaboration, avoiding and compromising are applied it can have an effect on both interpersonal conflict and turnover intentions.

Chapter Two

Literature Review

Introduction

This chapter conflict of the theoretical framework and literature about the existing research showing the relationship between conflict management styles and other two variables and the hypothesis.

Theoretical Framework

This is the structure that can hold or support a theory of a research theory. This study is grounded on dual concern of Dean Pruitt and Steve Lewis basing on Robert Blake 1964). This theory emphasizes two kinds of concerns i.e. concern for self and concern for others. This concern help one to choose which conflict management style to use. Individuals with high concern for self are more concerned with their own needs so it's very difficult for them to give up easily during conflict situation, these with high concern for others usually are more sympathetic toward other and care more about other persons needs and feeling more than their own (Kogen and Schei 2007).

According to Sadri, they are four situational issues to consider when choosing the best conflict management strategy. The importance of the issue of conflict deals with, importance of the relationship with other party, the power one has in dealing with the issue and the amount of time in which the issue must be resolved. If the relationship is an ongoing one then the importance is high, if the relationship is a one time event due the conflict or there are alternatives to the person the relationship importance is low. The issue of power in the conflict is determined by the conflict is involved, and can range from top management to lower management in an organization example conflict between employees and other supervisor would be of low power. (Sally teen Howell, 2016)

Competing style; this style can be used by individuals who has more power because the concern is about a win lose, here an individual with low power is more likely to lose a conflict in an organization.

Competing style mean one has more concern on themselves than others (Murugan and Pachanathan 2016) states that what these people want is to win while the other party lose, period. This style is good where a quick decision is required.

Collaboration style; this is used by people who has concerns others themselves (Sadni 2016) say that the situation where an individual has a good relationship with the other individual, they are mere likely to use collaboration style. Collaboration style mean I lose and you win. This style is used by people who has concern for others more than themselves. It is used in a situation where the issue in question is more important to the other party (Yasin and Khalid 2015).

Avoiding style; this is more about the situation where the concern is less important to both individual and it indicates that people who use such a style has low concern for themselves and others (Waithaka and Gitimu 2015).This strategy means withdraw from conflict and no effort is made to solve it. (Gitimu 2015)

Compromising style; this indicate high concern for both self and the others. It works more when both parties involved has a strong relationship. There is the I bend, you bend situation, win-win situation both parties agree to and a four solution to each other's differences (Saiti 2015).

Given the above examples the dual concern theory indicates that it's important to balance the concern for meeting one's own need and the other individuals need in order to keep a health relationship with other peoples around the organization.

Researchers have suggested that an individual's conflict style is a behavioral orientation of how to approach and handle conflict, with individuals choosing a pattern or principles to guide them through the conflict process. These patterns involves into action and reactions that becomes known on their style (Kobie and Thomas 1976) (Thomas and Kilmann 1978) According to Thomas 1976 and Folger et al 1994). Conflict management style is a general and consistent orientation toward the other party and the conflict issue manifest in observable behaviour that form a pattern and share common characteristics over time (Kuhn and Poole, 200 pg 560).

Interpersonal conflict refers to the disagreement between two or more people and it involves value, or personalities differences arising from disagreement between individuals (Lewin 1948).

Interpersonal conflicts might take various forms and manifest at various level, (Gebietensay 2002 pg 56) It includes an overt and verbalized arguments differences of opinions over any issue that covid lead to fight between employees (Peter 1996), Windle and Warren 1999) Sallen and Adulpakdde 2012) added that interpersonal conflict may arise when wants, needs and beliefs between two or more people fail to coincide. In general interpersonal conflicts are common in our day today activities which range from those at home through organisations to nation (Kellermann 1966).

Interpersonal conflicts within an organization are inevitable and avoidable due to difference in perception, expectation, interest and values (Abeokuta 2014). According to Khalid and Fatimah 2016, organizations that don't experience conflict usually are not progressing and those that experience it too much of it are in trouble. This shows that interpersonal conflicts has its own advantages example employees acquire new knowledge about themselves and the people who they clash with which makes good reputation and promoting good working relations. (Ongon

2007) interpersonal conflict can also promote effective communication between individuals providing foundation for preventing and resolving a conflict in a friendly and informal way (Jonet 2015) and Shahmohammadi 2014 pg 632) argued that managing conflict and developing effective conflict a situation mechanism encourages the development of values, attitudes and knowledge between individual and organizations hence conflict management skills are a fundamental aspect of leadership effectiveness in many organizations. The definition of Olu and Abosede 2003 was adopted which says that conflict management is a process of coordinating of and resources through the process of planning, organizing, leading and controlling interpersonal conflict in order to attain the objective of the organization.

Interpersonal conflict can also arise due to unclear job specification, unclear roles, scarce resource competition and among others (Abeokuta 2014) but when conflict management styles if applied in an excepted manner and situation interpersonal conflicts can bring a positive and developmental change in an organization. Example collaborating style this style can be applied in a situation where the issue at hand is complex, when the issue is important to all conflicting parties and when both employees are needed in solving the issue.

Compromising can be used in a situation where both parties have failed to reach to the agreement and even there is a need an argent solution both parties sacrifice something in order to reach to agreement.

Turnover intention is experienced by many organizations worldwide (Lozi Paula and Oliveira 2018). Turnover can be defined as the desire of employees to leave their current jobs. The turnover rate is determined by identifying the percentage of employees who leave their jobs over the total number of employees in the same period (Devi and Krishna 2016) (Berry et al 2012)

found a relationship between laziness and absenteeism and turnover thus requiring organizations attention and mitigate these indications to reduce turnover rate. Interpersonal conflict in workplace remains one of the most significant factors in terms employees behaviour that leads to turnover intentions. This is because conflict at work place has direct and strong impact an employees (Khalim 2001) explain that interpersonal conflict may affect employee's performance, loyalty and satisfaction (Sim 2002) stressed that though interpersonal conflict may also have positive impact, such as hostility, aggressiveness and among others, negative effects of interpersonal conflict can led to turnover intention, both voluntarily and involuntarily. Employee's seek to work in peaceful productive and friendly environment. But it interpersonal conflicts are managed well by human resource profession in an organization it will lead to a greater turnover reduction (Oliveire 2018).

Waithaka et al(2015) suggests that interpersonal conflict can be functional, however Huan and Yazdawtard 2012) say that they can be dysfunctional as well, it is therefore important for managers in an organization to respond to interpersonal conflict by using one of the conflict management strategy appropriately (Ebrahim et al 2012) this is because each conflict management style work in different situation.

Hypothesis

1. There is a significant relationship between conflict management styles and turnover intentions.
2. There is a significant relationship between conflict management styles and interpersonal conflicts.
3. There is a significant relationship between interpersonal conflict and turnover intentions.

Chapter Three

Methodology

This chapter presents the methods that were used to obtain data from the respondent which include research design, study population, sample size and selection technique, procedure, quality control instrument, measurements and data analysis.

Research Design

This research studied employees both cross-sectional and correlational study design. Cross sectional study was carried out at one point or over a short period of time (Kate 2006) it is less costly and is used for variables that relatively stable for a period of time (Levin 2005, Philip Sedwick 2014, Larson 2016). This study will also use correlational design to find out the relationship between the three variables.

Population

The target population of the study included all employees of NEMA Kampala district both males and females. It composed of many employees both male and female where male has the higher percentage than female.

Sample

The sample size comprised of all male and female employee of NEMA and was carried out using (Krejcie and Morgan 1970). The sample was all employees of NEMA Kampala District. The research used proportionate quota to obtain the target population. The quota consisted of departments within the organization. A proportionate sample was picked from each quarter to represent the population.

Instrument and Measures

In this study the researcher measured interpersonal conflict, conflict management styles and turnover intentions interpersonal conflict was measured using a tool that was developed by (Spector and Sex, 1998) It has a scale of 1.5 from 1 (never) to 5 (very often) it has Cronbach's Alpha of 0.78. The sample items are, how often do you get into argument with your supervision. How often do co-worker yell at you at work and among others.

Conflict management style the researcher was used which was created by Thomas Kilman tool was made up of 30 items used to measure collaborating style, compromising style, avoiding style, competing style and accommodation style. The reliability of Thomas Kilman instrument ranges 0.61 in test-ve test (Yasin and Khalid 2015).

Thomas intention was measured using the 3 item turnover intentions tool which was developed by Mobley, Honer and Hollingsworth (1978) it ranged from 1 strongly agree to 5 strongly disagree and Cronbach Alpha is being 0.7 a sample item is 1 often think about quitting my present job.

Data Collection Procedures

The researcher obtained an introductory letter from the department of industrial and organizational psychology Makerere University and present it to NEMA human resource in charge, the researcher personally distributed questionnaires to the selected sample this data was only be collected once. After all questionnaires are filed, the research will personally collect back the questionnaires, analyse the data and make a report.

Ethical Considerations

The researcher made sure to obtain permission from the target institution before carrying out the research, the researcher ensured that the participants are given factual information about what is research was about after which they will agree to either took part or not. The researcher also disbriefed the participant at the end of the study and answer any question that may arise about the research the participants will remain anonymous as they will be compiled reviewed and then sealed by removing those that are incomplete.

Data analysis

The data analysed using a computer data analysis package known as statistical package for social sciences (SPSS, 220). The researcher will then use the frequency tables to analyse the bio data of respondents. The Pearson product moment correlation coefficient will be used to test hypothesis 1,2 and 3 which examine a relationship among variables.

Limitations of Study

The researcher obtained the respondents concepts to participate in the research.

Some respondents may cooperateed and others may be reluctant to fill the questionnaire.

Lack of time and interests by respondents.

Chapter Four

Results

Introduction

This chapter presents the research findings an interpretation of results. The correlation between the three variables. The tested hypotheses included relationship between conflict management styles and turnover intentions, relationship between conflict management styles and interpersonal conflicts, and relationship between interpersonal conflict and turnover intentions.

Demographic Characteristics

Table 1: Demographic characteristics of respondents

Item		Frequency	Percentage
Age	20 – 30	72	49.7
	31 – 40	58	40
	41 – 50	15	10.3
	Total	145	100.0
Sex	Male	129	87.8
	Female	18	12.2
	Total	147	100.0
Religion	Protestant	59	40.1
	Catholic	61	41.5
	Muslim	13	8.8
	Born Again	13	8.8
	Others	1	.7
	Total	147	100.0

Results in Table 1 revealed that majority of respondents were male who accounted 129 respondents with a percentage of 87.85 while female were only 18 accounting for 12.2%. It was further revealed that majority of respondents were aged between 20 – 30 who accounted for 49.7% those who were 31 – 40 were 58%. Respondents who were 41 – 50% were 10.3%. it was also revealed that majority of respondents were catholics who were 41.5% followed by 40.1%, Muslims accounted for 8.8% also Born again respondents accounted for 8.8%. other religious denominations accounted for 0.7% only

Intrinsic Results

To test the hypotheses there is a significant relationship between interpersonal conflict and turnover intentions, there is a significant relationship between conflicts management styles and interpersonal conflicts, and lastly there is a significant relationship between conflict management styles and employees turnover intentions. Pearson correlation was used and results are presented in Table 2.

Table 2: Pearson Correlations of study variables

	Competing CRS	Collaborating CRS	Compromising CRS	Avoiding CRS	Accommodating CRS	Interpersonal Conflict	Turnover intentions
Competing CRS	1						
Collaborating CRS	-.311***	1					
Compromising CRS	-.117	-.237**	1				
Avoiding CRS	-.477***	.013	-.187	1			
Accommodating CRS	-.136	-.235**	-.333***	-.239**	1		
Interpersonal Conflict	.127	-.217**	-.093	-.226**	.317***	1	
Turnover intentions	-.093	.100	.043	.166*	-.183*	-.306***	1

*p<0.05,**p<0.01,***p<0.001

Relationship between Interpersonal Conflict and Turnover Intentions

Hypothesis 1- there is a significant relationship between interpersonal conflict and turnover intentions. The findings revealed that there is a negative significant relationship between interpersonal conflicts is positive related to turnover intentions since r = -.306** and p <0.01.

Relationship between Conflicts Management styles and Interpersonal Conflicts

Hypothesis 2 – there is a significant relationship between conflict management styles and interpersonal conflicts. Conflict management styles included Competing CRS, Collaborating CRS,

Compromising CRS, Avoiding CRS and Accommodating CRS. Result findings revealed that interpersonal conflict has a negative non-significant relationship with competing CRS ($r = -0.127$, $p > 0.05$). Interpersonal conflict had a negative significant relationship with collaborating CRS ($r = -0.217**$, $p < 0.01$). Interpersonal conflict had a negative non-significant relationship with Compromising CRS ($r = -0.093$, $p > 0.05$). Interpersonal conflict had a negative significant relationship with Avoiding CRS ($r = -0.226**$, $p < 0.01$). Lastly interpersonal conflict had a positive significant relationship with accommodating CRS ($r = 0.317**$, $p < 0.01$)

Relationship between conflict Management styles and Employees Turnover Intentions.

Hypothesis 3 – there is a significant relationship between conflict management styles and employees turnover intentions. The study revealed that there was negative no significant relationship between Turnover intention and competing CRS ($r = -0.093$, $p > 0.05$). The study further found that there was no significant relationship between employees turnover intentions and collaborating CRS ($r = 0.100$, $p > 0.05$). Also Employee turnover intentions had no significant relationship with compromising CRS ($r = 0.043$, $p > 0.05$). Employee turnover intentions was significantly influenced by Avoiding CRS ($r = 0.166*$, $p < 0.05$). Lastly employee turnover intentions was negatively significantly influenced by accommodating CRS ($r = -0.183*$, $p < 0.05$)

Chapter Five

Discussion, Conclusion, and Recommendations

Introduction

This chapter presents the conclusion, recommendation and discussion of the study.

Interpersonal Conflict and Employee Turnover Intentions

The first hypothesis stated that there is a significant relationship between interpersonal conflict and employee turnover intentions. The results revealed that there was a positive relationship between interpersonal conflict and employee turnover intentions

The study findings agree with Ongon (2007) who reveal that interpersonal conflict can also promote effective communication between individuals providing foundation for preventing and resolving a conflict in a friendly and informal way. Managing conflict and developing effective conflict a situation mechanism encourages the development of values, attitudes and knowledge between individual and organizations hence conflict management skills are a fundamental aspect of leadership effectiveness in many organizations.

The study findings agree Lozi and Oliveira (2018), that Turnover intention is experienced by many organizations worldwide (Lozi Paula and Oliveira 2018). Turnover can be defined as the desire of employees to leave their current jobs. Devi and Krishna (2016) revealed that the turnover rate is determined by identifying the percentage of employees who leave their jobs over the total number of employees in the same period found a relationship between laziness and absenteeism and turnover thus requiring organizations attention and mitigate these indications to reduce turnover rate. Interpersonal conflict in workplace remains one of the most significant factors in terms employees behaviour that leads to turnover intentions. This is because conflict at work place has direct and strong impact an employees explain that interpersonal conflict may affect

employee's performance, loyalty and satisfaction stressed that though interpersonal conflict may also have positive impact, such as hostility, aggressiveness and among others, negative effects of interpersonal conflict can led to turnover intention, both voluntarily and involuntarily. Employee's seek to work in peaceful productive and friendly environment. But it interpersonal conflicts are managed well by human resource profession in an organization it will lead to a greater turnover reduction.

Conflict Management and Interpersonal Conflicts

The second hypothesis stated that there is a significant relationship between conflict management strategies and interpersonal conflicts. The study findings revealed that there is a significant relationship between conflict management and interpersonal conflicts among employees at NEMA

The study findings agree with Huan, & Yazdanifard, (2012) who revealed that they the way we view and deal with conflict is learned and contextual. The strategies for more effectively managing conflict that will be discussed later m Previous: 6.1 Principles of Interpersonal Communication allow you to slow down the reaction process, become more aware of it, and intervene and process to improve your communication.

The study findings further agree with Sillars, (1980) that a powerful tool to mitigate conflict is information exchange. Asking for more information before you react to a conflicttriggering event is a good way to add a buffer between the trigger and your reaction. Another key element is whether or not a communicator is oriented toward self-centered or other-centered goals. For example, if your goal is to "win" or make the other person "lose," you show a high concern for self and a low concern for other. If your goal is to facilitate a "win/win" resolution or outcome,

you show a high concern for self and other. In general, strategies that facilitate information exchange and include concern for mutual goals will be more successful at managing conflict (Sillars, 1980).

Employee Turnover Intentions and Conflict Management Strategies

The third hypothesis stated that there is a significant relationship between employee turnover and conflict management strategies. The result findings revealed that there was a significant relationship between conflict management strategies and employee turnover intentions.

Conflict gives rise to distrust among employees and management contributing in hampering smooth effective and efficient administration at NEMA. Conflict arises for several reasons. Conflict can arise out of misunderstanding. Erroneous interpretations of communications and emotions form the basis of many conflicts. Similarly, frustration over a problem may be interpreted by someone else as anger or scorn. Their response may be to avoid working with the person, which aggravates the situation and increases to the level of ongoing conflict. The other major basis for conflict is due to job dissatisfaction, employees are not promoted at work, there is injustice, employees don't know who to lay their complain to and they are not motivated at work place and this leads to high turnover of employees and the organizational productivity to be low. In order to resolve these, we resort to conflict resolution method using avoiding, accommodating, dominating, collaborating and compromising. Conflict management will help checkmate employee turnover in at NEMA

The study findings agrees with a UNAID (2008) report Conflict can also cause other consequences for your business, including absenteeism 25 percent of employees surveyed in the CPP study reported that they stayed home from work in order to avoid conflict) and employee

retention issues (18 percent of employees said they witnessed people leaving their organization as a result of workplace conflict, while another 16 percent said conflict led to colleagues being fired). And even if conflict doesn't keep your employees at home (or send them to another organization), it could keep them siloed from the rest of their team; 76 percent of employees have gone out of their way to avoid a colleague because of a disagreement at work.

The study findings further agree with Chan, Huang, & Ng, (2008) who asserted that clearly, workplace conflict can have a seriously negative impact on your business. All of these issues can be solved with the right conflict management strategy—and, in fact, those strategies can actually transform conflict within your organization into a growth opportunity that empowers your team members. Conflict management leads to a positive outcome, like getting a better understanding of their coworkers or finding a more effective solution to a problem.

Conclusion

The study revealed that there is a negative significant relationship between interpersonal conflicts is positive related to turnover intentions. It was found that there was a significant relationship between conflict management strategies and interpersonal conflict since the study revealed that interpersonal conflict has a negative non-significant relationship with competing CRS. Interpersonal conflict had a negative significant relationship with collaborating CRS. Interpersonal conflict had a negative non-significant relationship with Compromising CRS. Interpersonal conflict had a negative significant relationship with Avoiding CRS. Interpersonal conflict had a positive significant relationship with accommodating CRS.

The study revealed that there was a significant relationship between conflict management styles and employees turnover intentions. Since the study revealed that there was negative no

significant relationship between Turnover intention and competing CRS. The study further found that there was no significant relationship between employees turnover intentions and collaborating CRS. Also Employee turnover intentions had no significant relationship with compromising CRS. Employee turnover intentions was significantly influenced by Avoiding CRS. Lastly employee turnover intentions was negatively significantly influenced by accommodating CRS.

Recommendations

NEMA needs to build a culture of team effort this is because effective workplace conflict resolution is a team effort. If NEMA want its team to be more effective at resolving conflict (which will, in turn, make your entire organization more effective), they need to show them how to be more effective, though this is rarely done at NEMA and other organizations

NEMA needs to invest in conflict resolution training for your team is a win-win situation. It empowers your team with the tools and skills they need to better work through issues with their colleagues, helps them to look at conflict as a growth opportunity (instead of a problem), and makes for an overall more respectful and collaborative company culture—which can help you retain top talent.

NEMA needs to carry out research on the different conflict management strategies options available, and then make a plan to roll out it out to they your entire organization. The more you empower your team with conflict resolution tools and strategies, the better they'll be able to manage conflict—and the less likely it will be that conflict leads to serious issues

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Questionnaire

MAKERERE UNIVERISTY SCHOOL OF PSYCHOLOGY

Personality, Conflict Management Styles, and Turnover Intentions

Dear Sir/ Madam,

Your invited to participate in this study assessing the impact of personality and conflict

management styles on the relationship between interpersonal conflict and turnover intentions.

Filling in these questionnaire is completely voluntary and is for strictly academic purposes. All

responses are correct basing on your opinions. Your response will remain anonymous and

confidential. Thank you for your cooperation.

Interpersonal Conflict

On a scale of 1 – 6, where *1 = never and 6 = always*, "Indicate how often do the following

happen to you?

1. How often do you get into arguments with co-workers at work?	1	2	3	4	5	6
2. How often do co-workers yell at you at work?	1	2	3	4	5	6
3. How often are co-workers rude to you at work?	1	2	3	4	5	6
4. How often do co-workers do nasty things to you at work?	1	2	3	4	5	6
5. How often do you get into arguments with your supervisor at work?	1	2	3	4	5	6
6. How often does your supervisor yell at you at work?	1	2	3	4	5	6
7. How often is your supervisor rude to you at work?	1	2	3	4	5	6
8. How often does your supervisor do nasty things to you at work	1	2	3	4	5	6

Conflict Management Style

Consider situations in which you find your wishes differing from those of another person. How

do you usually respond to such situations? The following 30 pairs of statements describing how

possibly you responded. For each pair, please circle the "A" or "B" statement which is most characteristic of your own behavior.

1. A. There are times when I let others take responsibility for solving the problem.

   B. Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.

2. A. I try to find a compromise solution.

   B. I attempt to deal with all of another's and my concerns.

3. A. I am usually firm in pursuing my goals.

   B. I might try to soothe the other's feelings and preserve our relationship.

4. A. I try to find a compromise solution.

   B. I sometimes sacrifice my own wishes for the wishes of the other person.

5. A. I consistently seek the other's help in working out a solution.   B. I try to do what is necessary to avoid useless tensions.

6. A. I try to avoid creating unpleasantness for myself.   B. I try to win my position.

7. A. I try to postpone the issue until I have had some time to think about it.   B. I give up some points in exchange for others.

8. A. I am usually firm in pursuing my goals.

   B. I attempt to get all concerns and issues immediately out in the open.

9. A. I feel that differences are not always worrying about.   B. I make some effort to get my way.

10.   A. I am firm in pursuing my goals.

B. I try to find a compromise solution.

11.   A. I attempt to get all concerns and issues immediately out in the open.

    B. I might try to soothe the other's feelings and preserve our relationship.

12.   A. I sometimes avoid taking positions which would create controversy.

    B. I will let another have some of their positions if they let me have some of mine.

13.A. I propose a middle ground.

    B. I press to get my points made.

14.   A. I tell another my ideas and ask them for theirs.

    B.I try to show him the logic and benefits of my position.

15.   A. I might try to soothe the other's feelings and preserve our relationship.   B. I try to do what is necessary to avoid tension.

16.   A. I try not to hurt the other's feelings.

    B.I try to convince the other person of the merits of my position.

17.   A. I am usually firm in pursuing my goals.

    B.I try to do what is necessary to avoid useless tensions.

18.   A. If it makes the other person happy, I might let them maintain their views.

    B.I will let the other person have some of their positions if they let me have some of mine.

19.   A. I try to get all concerns and issues immediately out in the open.

    B.I try to postpone the issue until I have had some time to think it over.

20.   A. I attempt to immediately work through our differences.

    B.I try to find a fair combination of gains and losses for both of us.

21.   A. In approaching negotiations, I try to be considerate of the other person's feelings.   B. I always lean toward a direct discussion of the problem.

22.   A. I try to find a position that is intermediate between mine and another person's.   B. I assert my wishes.

23.   A. I am often concerned with satisfying all my wishes.

    B. There are times when I let others take responsibility for solving problems.

24.   A. If the other's position seems important to them, I would try to meet their wishes.   B. I try to get the other person to settle for a compromise.

25.   A. I try to show the other person the logic and benefits of my position.

    B. In approaching negotiations, I try to be considerate of the other person's wishes.

26.   A. I propose a middle ground.

    B. I am nearly always concerned with satisfying all my wishes.

27.   A. I sometimes avoid taking positions that would create controversy.

    B. If it makes the other person happy, I might let them maintain their views.

28.   A. I am usually firm in pursuing my goals.

    B. I feel that differences are not always worth worrying about.

29.   A. I propose a middle ground.

    B. I feel that differences are not always worth worrying about.

30.   A. I try not to hurt the other person's feelings.

    B. I always share the problem with the other person so that we can work it out.

Turnover Intention

On a scale of 1-6 *where 1= 'Totally disagree' and 6 = 'Totally agree'*. Indicate your level of

agreement with each of the following statements

1. I often think about quitting my present job	1	2	3	4	5	6
2. I will probably look for a new job in the next year	1	2	3	4	5	6
3. As soon as possible, I will leave the organization	1	2	3	4	5	6